

Driving Operational Consistency at Sacramento International Airport



How SMS helped stabilize operations, strengthen accountability, and support strong passenger satisfaction results at SMF.



Overview

Total Maintenance Management (TMM), sister company of Service Management Systems, began servicing Sacramento International Airport (SMF) on July 1, 2024. TMM supports union-staffed accounts and currently provides full-service 24/7 janitorial services across both passenger terminals and concourses, the rental car center, and additional airport facilities totaling more than **1 million square feet**.

Supporting an airport environment of this scale requires consistent execution across a high-traffic operation serving approximately **37,800 daily passengers**, along with thousands of employees, vendors, and visitors.

At takeover, the focus was clear: establish structure quickly, build accountability across the operation, and create a consistent service environment across one of California's busiest airports.



The Challenges

The transition presented several immediate challenges. Limited cooperation from the outgoing vendor created communication gaps during the handoff, particularly in engaging existing employees and ensuring accurate information reached frontline staff.

At the same time, the team launched the operation with roughly **100 employees** on day one. This required rapid onboarding and training while also learning the pace, passenger flow, and operational demands of a busy airport environment.

Even with a structured transition plan already in place, the early days required constant adjustment as staffing, schedules, and workflows were refined in real time. The operation stabilized relatively quickly, but doing so required flexibility, strong leadership, and a focus on creating consistency across every shift.



Transition & Operational Approach

To stabilize the operation, SMS focused on putting clear structure and accountability in place from the start. Training programs were standardized, supervisor presence on the floor increased, and cleaning processes were aligned across all areas of the airport. Routine inspections reinforced accountability, while communication with airport leadership became more consistent and detailed.

SMART System played a central role in this approach by providing real-time visibility into work activity, task completion, and issue tracking. This allowed the team to improve response times, strengthen accountability, and manage performance more effectively throughout the day.



SMS continues to work closely with airport leadership to ensure the system evolves alongside operational needs. Through ongoing collaboration, training, and support, the team helps site leadership maximize the value of SMART System while also discussing potential customizations and reporting enhancements specific to the operation.

Over time, the account became more consistent, more responsive, and more structured. Standardized processes and stronger supervision improved execution across shifts, while better work tracking led to faster issue resolution. Continued training and development strengthened the workforce, and SMART System created clearer visibility at every level of the operation.



Results

The impact of these changes is reflected in both operational performance and passenger feedback.

In a passenger satisfaction study conducted by a professional survey company in November – December 2025, based on **530 departing passengers**, SMF achieved:



91%
overall
passenger
satisfaction



96%
satisfaction
with terminal
facilities



92%
satisfaction
with gate areas



93%
satisfaction
with security
checkpoint
conditions and
cleanliness



91%
satisfaction
with restroom
condition and
cleanliness

Net Promoter Scores range from **-100 to 100**, with scores above **50** generally considered strong. SMF recorded a Net Promoter Score of **58**, reinforcing a positive overall passenger experience.

The operational improvements behind these results have also been recognized by airport leadership.

“What truly sets TMM apart, and what makes me recommend them, is their commitment to being a genuine partner. Unlike previous service providers, TMM does not default to asking, ‘Is that in the contract?’ when new needs or challenges arise.”

“The overall attitude, visibility, and personal attention provided by the TMM team have been very strong. The team maintains a positive, professional, and solution-oriented mindset, which shows in both their daily interactions and their approach to challenges.”

Val Mejia, Airport Manager, Sacramento Department of Airports

Since takeover, the SMF operation has evolved from a complex startup into a structured, performance-driven program. Today, the airport benefits from improved operational visibility, stronger accountability, and more consistent execution across high-traffic areas, helping support a clean, safe, and well-maintained environment for passengers every day.